

10 June 1977

MEMORANDUM FOR: Director of Training  
VIA: Chief, Functional Training Division  
FROM:   
SUBJECT: Status of the Analysts' Seminar Project

1. Attached is the first of several milestones on the road to the completion of this project. It is an initial outline of the concept and general content of the seminar and is being used as a talking paper with DDI managers and analysts to solicit their inputs and suggestions for changes, additions, or deletions to the topics and approaches of the seminar. The first running of the seminar has tentatively been set for the period 17 October to 11 November with a mixed group, according to experience and discipline, of about fifteen analysts.

2. The attached outline envisions a seminar combining speaker presentations, class discussion, and practice exercises on analytical problems divided into six parts:

- a. The Analytic Process (topics examining the mechanical as well as the mental side of the actions leading from the processing of the data to the finished product).
- b. The Objectives of Finished Intelligence (topics relating the analytic product to consumer needs).
- c. Procedures and Aids Related to Analysis (subjects such as requirements and classification).
- d. Philosophical Issues in Analysis (topics covering perennial questions such as the proper balance between capabilities and intentions in analytic products, what is a satisfactory product, etc.?)

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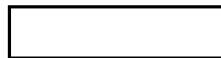
e. Coping with Life as an Analyst (topics on such subjects as how the analyst should deal with competing demands on his time, maintain relationships with the DDO, organize his professional activities apart from analytic tasks, etc.)

f. Live Exercises which will stress working effectively in a multidisciplinary milieu and examination of the analytic process itself.

3. The identification of set procedures and school solutions in the seminar will be avoided. Instead, the intent is to provoke genuine discussion and thought aimed at drawing out of the participants their own individual and collective answers to the issues posed and through this process to give them the basis for a more structured appreciation of what they are about professionally.

4. By mid-July, it is hoped that a detailed seminar plan can be developed reflecting a consensus view of needed elements with time apportioned to each topic. Work can then be started to develop the presentations for each session. Experienced officers in the DDI can hopefully be recruited for the most part to develop the individual presentations.

Attachment



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A handwritten signature, possibly "M", written in ink.

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THE DDI ANALYTICAL SEMINAR

\* A First Approximation \*

This outline represents a first effort to zero-in on the content and approach to the analytical seminar that the Office Of Training is working up for, and in cooperation with, the Directorate of Intelligence. The outline is intended to give Agency officers consulted about the scope of the seminar a set of ideas on which to comment, so that later stages of planning for the seminar better reflect their views of DDI needs.

I. Concept and Timing

The purpose of the seminar is to provide quality analysts--in a mix of experience levels from branch chief on down and across the disciplines of the DDI--with the opportunity to drop off the line for four weeks and, through a series of speakers, discussions, and exercises, to reflect on the analytic process as it does and should work today in producing finished intelligence. Despite the diversity of analysis and analysts in the DDI, the assumption behind the seminar is that there are enough commonalities in the analytic process in the DDI to engage and hold the attention and interest of the varying participants.

The seminar is not meant as remedial. The intent is not to "teach" set approaches or techniques, but instead, through exposure to a series of issues in analysis today, with some maxims, precepts, and propositions advanced by those who lead individual sessions, to provide the meat for useful group discussion and individual thought. The objective is to improve the participants' conscious and structured understanding of what they are about in their jobs and, indirectly, to improve their capability to perform their assignments upon their return to the line.

Tentatively, the initial seminar will commence on the 17th of October and run through the 11th of ~~October~~ with fifteen participants. About two-thirds of the time [redacted]

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[redacted] and the balance at the OTR building. It is hoped that the participants in the first running can be chosen by late August so that portions of the seminar (especially under point G below) can be fine-tuned to their particular needs and capabilities.

[redacted] a DDI careerist now in OTR is leading the development of the seminar and will direct its initial running. He will be assisted by two DDI officers and personnel from OTR as required. It is hoped that a number of DDI officers can be persuaded to develop

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presentations and lead individual sessions of the seminar as required by the final seminar plan. This plan will be approved by the Deputy Director for Intelligence and the Director of Training.

## II. Seminar Techniques

The general approach in the seminar will be to combine speaker presentations, group discussions, and analytical exercises on "live" intelligence problems in an approximately equal mix. In addition:

- participants will be asked to individually draft a short paper and make a presentation on one of the "philosophical" issues in intelligence analysis of the type listed in III D below. Group discussion will follow.
- participants will also be asked to make an individual presentation on an analytic problem from their experience, drawing some general analytic maxims from it that they believe would be of utility to the participants as a whole. Discussion will follow.
- group exercises with live analytic problems will be used primarily as a vehicle to study the analytic process itself, rather than to seek a substantive answer per se. Some of the exercises will be designed to further the participants' understanding of working effectively in an interdisciplinary venue.
- recent analytic products in the DDI will be dissected and discussed as to their strengths and weaknesses in terms of general principles for good products.
  - xx participants will be asked to undertake this critique in part from the standpoint of consumers, and the participation of some consumers in this exercise will be sought.

## III. Seminar Content

The subject matter below has been divided into several broad categories: the analytic process itself; the objectives of finished intelligence analysis; important procedures and aids related to analysis; important philosophical issues in analysis; coping with life as an analyst; and the management of analysis. The amount of seminar time to be devoted to each is open. Clearly there is some overlap in subject matter and possibly some important gaps. Refinement is the objective in the next approximation.

- A. The Analytic Process: This section includes topics examining

-2-

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the basic mechanical steps common to all intelligence analysis, as well as sessions exploring the mental processes of analysis all with a view to permitting the participants to reflect on their own ways of approaching and thinking about analytic problems. Hopefully, their personal style will be enhanced by adoption of some of the aids suggested.

Subjects:

1. The differences, similarities, and objectives of the various functional types of intelligence analysis: long-range, in depth; current, predictive, etc. (A speaker presentation followed by participant discussion).
2. The mechanical (as opposed to mental) steps in the analytic process: issue definition, choice of scope, choice of methodology, if any, drafting, etc. (Speaker presentations over several sessions followed by participant discussion)  
 Examples of sub-topics are:
  - Differences in analytic approaches according to whether the product is requested, self-initiated, an unexplored topic, an incremental presentation, etc. (Some propositions placed before the participants followed by general discussion).
  - Choosing issues and focusing them in the right way (some maxims and discussion)
  - Coping with data uncertainty: when to publish; how much to research (some general propositions followed by group discussion)
  - The place and role of data bases (a key problem often for technical and scientific analysis).
3. The mental processes in analysis: developing inferences and relationships among data; developing explanations and hypotheses, etc. (Speaker presentations, possibly by some outside authorities, followed by participant discussion. Examples of sub-topics are:
  - Study of how individuals receive, perceive, and process data mentally and the relation of this process to analysis.
  - Study of value judgement and bias and their role in analysis.
  - Some rules of logic and their utility in analysis.

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--Aids to insight, creativity and imagination in analysis.

B. The Objectives of Finished Intelligence Analysis: A series of sessions using speaker and participant presentations and group discussion to explore the purposes, and thru this medium, to reflect on the best ways to produce various types of finished intelligence.

Subjects:

1. Aspects of the policy-making process in government that affect the way intelligence analysis should be produced.
2. Who is and should be the audience for finished intelligence products?
3. What makes finished intelligence most persuasive and useful to consumers?
  - a. What are some propositions, or rules of thumb to consider in making the best presentations of intelligence analysis?
  - b. Are their differences in presentation, scope, approach, etc. to be considered in producing for various types of consumers (e.g. for policy support, for information, for input into a higher-level intelligence product)?
4. What is the proper role and scope for so-called "basic intelligence?"

C. Important Procedures and Aids Related to Analysis: A series of presentations, primarily by experts in the field, with the emphasis on tuning each presentation to the real-life problems faced by the seminar participants with plenty of time for give and take discussion with the experts.

Subjects:

1. Using the formal and informal requirements process in a manner constructive and timely to intelligence analysis.
2. The nature, utility, strengths and weaknesses of various types of sources for finished intelligence.
3. The care and feeding of data bases. Some practical aids to developing and maintaining them.
4. A general overview of intelligence methodologies and techniques used in various disciplines with emphasis on techniques applicable to several disciplines. Where does the analyst go for

help with methodology? (Some participant presentations here)

5. Quantatative aids (computers, etc.) and the possibilities and limitations in their use as analytic tools.
6. Developing the most useful and proper security classification of raw and finished analytic products.

D. Some Philosophical Issues in Analysis: Such questions may be limitless. The following seem to have some everyday impact on the shape of intelligence analysis. Participant discussion would be emphasized here, with the consensus developed if there appeared to be one.

Subjects:

1. How closely linked should intelligence analysis products be with the policy process; should policy options, etc., be developed in these products?
2. What are the essential qualities of a good analyst: mental, personal, managerial?
  - a. Specialists vs generalists; technicians vs advocates.
3. When should the analyst be satisfied with his product; what is a successful analytic product?
4. Are there some substantive boundaries beyond which intelligence should not go; some subjects it should not cover? Should intelligence products reflect traditional intelligence sources?
5. Should the aim of predictive products be to produce the worst case scenario or a balanced appreciation?
6. What should be the balance in intelligence products between intentions and capabilities of the subjects?

E. Coping With Life As An Analyst: The devices of speaker presentations, some propositions for discussion, and plenty of participant debate would be the approach in this area of subject matter.

Subjects:

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1. How does the analyst best deal with conflicting demands on his time from entities outside his office: the NIO's, inter-agency task groups, etc?
2. What is the proper scope of activities for analysts apart from analysis: how much time should go into attending meetings, administrative tasks, learning about related professional subjects; are any guidelines possible on this score?
3. How does the analyst best maintain his enthusiasm, imagination, creativity, etc. in his job.
4. How best for analysts to work with the editorial process?
5. The analyst and the special situation: crisis task forces, etc.
6. Dealing usefully fruitfully with the Operations Directorate.

F. The Management of Analysis: This is a subject which some respected professionals believe should get explicit treatment in Agency training efforts. To some, the topic essentially involves personnel management; to others, it means the more subtle process of keeping analysis itself usefully focused and of high quality within the section, branch, etc. In a sense, many of the topic listed above should contribute to the latter result. In addition, a session or two should probably be developed for the seminar relating the dynamics of group activity to the problems faced in working on interdisciplinary analytic projects. This would probably involve some outside professional assistance.

G. Analytic Exercises:

--Exercise I. (Purpose: To examine good procedures for accomplishing the basic steps in the analytic process) Taking one substantive issue in common (a relatively broad issue to accommodate the disciplinary diversity of the participants), they divide into groups and work up a substantive approach to each of the various steps in the process, drafting a short presentation illustrating the rationale for their approach. These are discussed by the participants as a whole, possibly with some additional DDI officers brought in to critique.

--Exercise II. (Purpose: To examine the feedback and perception differences between the producer and consumer) A live issue

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is solicited from a policy level consumer. The participants develop an analytical approach which includes decisions on scope, needed degree of complexity in the analysis, issues to be covered, etc. The consumer is asked to come and critique their approach; in the process the differences between the consumer's needs and the participants' view of these needs can be highlighted, possibly with some maxims developed on ways to encourage relevance to consumer needs.

--Exercise III. (Purpose: To illustrate the range of opportunities available in the choice of analytical methodologies and techniques) In connection with C4 above, the participants individually develop presentations on methodologies they believe may have utility for some of the seminar participants from other disciplines. Discussion follows.

--Exercise IV. (Purpose: To provide the participants with the opportunity to make a real substantive contribution to a tough, present-day intelligence problem) As a kind of finale to the seminar, the participants would be turned loose to see what they could offer in the way of fresh analytical insights on some current, intractable intelligence issue. Hopefully, the reflection on the process of the preceeding weeks could be put to good use by the group. Perhaps a publishable paper would emerge.

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